

# STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

## **Diversity Plan's Relationship to Affirmative Action**

Each department will submit by July 31<sup>st</sup> an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

## **Diversity Plan Content and Design**

*(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)*

### **I. Hiring and Promotion Practices**

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

**AGENCY ACTION:** If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

## II. Recruitment and Retention Plan

**AGENCY ACTION:** Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

### Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

### Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

### Organizational Strategy

*Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:*

*The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:*

FY 2008 •DOC needs to undertake recruiting. We can no longer expect for job candidates to seek us out. The job market has become very competitive and we need to market the DOC as a great place to work and to have as a career.

- DOC needed to develop, and has developed, a consistent recruitment brochure. Each of the nine prisons around Iowa was sporadically attending job fairs with no consistent theme or brochure.
- DOC needed to, and has developed, a job applicant contact card for use at job fairs. We needed to realize the DOC might not have a job opening when attending a

job fair. A contact card was developed, so that we could enter potential job candidate information into a statewide database that all prisons could utilize when a job vacancy occurs. The contact card is voluntary for job applicants to complete.

- The statewide database was developed by DOC IT staff. Whenever our staff attend a job fair, they are responsible for coming back and entering the contact card information into the database. The database has searchable fields. For example, if we have an opening for a nurse, the database can be searched for only those candidates with an interest in the medical field.

- DOC needed to, and developed, a recruitment video which provides an overview of all nine prisons and various staff performing their jobs. We wanted to dispel the myth that we only employ correctional officers – we also employ accountants, doctors, electricians, food service, psychologists, etc... The video will be shown at job fairs and speaking engagements.

- The DOC recruitment video will also be shown on the DOC Webpage, so that members of the public who are interested in a career with us can get an overview of who we are and the type of work we do.

- The DOC is currently working on getting all job vacancies posted on our Website in addition to the jobs being listed on the DAS website.

- The DOC purchased recruitment display material for use at job fairs for a consistent presentation by all institutions. The backdrop is picture of current DOC staff.

- Selling points such as loan forgiveness on Perkins Loans for Correctional Officers, loan forgiveness for Nurses in Iowa and federal loan forgiveness for working at a public agency are being included in our recruitment brochure and the DOC Webpage.

- We have compiled listings of all job fairs/college visits with a high proportion of minority enrollment to further impact targeted recruiting. This list will be shared with the Director, Executive Staff and Wardens, so the DOC has a consistent recruiting plan and everyone knows where we will be attending and which staff will be in attendance. Prior to this, there was no centralized coordination of where institutions were going to recruit.

- Institutional EEO/AA committee members will be attending job fairs/college visits to show that we employ persons of color and to give prospective job applicants an opportunity to personally visit with an employee of color.

- DOC policy has been amended to require that institutional EEO/AA committees be comprised of all job classes. Prior to this, we had a shortage of some job classes and this impacted our ability to send them to specialized job fairs such as medical career job fairs.

- Statewide DOC EEO/AA committee members have met with the following constituencies in order to collaborate and expand our recruitment outreach:

1. Jill Avery Futano, Administrator for the Division of Person with Disabilities. Maintains an Iowa Disability Listserv to assist with getting word out statewide on job openings in DOC.

2. Walter Reed, Director of the Department of Human Rights, Abraham Funchess, Administrator for the Division on the status of African-Americans, Kathryn Buamann-Reese, Administrator for the Division of Deaf Services, Cyndi Chen, Administrator for the Division of Asian & Pacific Islanders, Charlotte Nelson, Administrator for the Division on the Status of Women, and Armando Villareal, Administrator for the

Division of Latino Affairs. This meeting focused on how the Department of Human Rights can assist the DOC with recruitment. They also discussed the type of services they can offer, contacts and free training that is available. Action Plan: All DOC job openings are sent to Walter Reed for dissemination to each Division Administrator for statewide outreach. The DOC has been placed on the mailing list for each Division's statewide monthly meeting, so the DOC can attend the public forum and advertise our job openings and give an overview of the DOC as a good place to work.

3. Steve Wooderson and Barb McClanahan from the Department of Vocational Rehabilitation Services. Action Plan: All DOC job openings are sent to Barb McClanahan, who then disseminates statewide in addition to sending along to the Department of Blind and the Veterans Administration. Communication plan between Barb McClanahan and Michael Savala from the DOC on each potential disabled job candidate that is referred to the DOC and how they scored in the interview process. This process helps to notify DOC of disabled job candidates and allows Voc Rehab to notify their clients of how they did in the interview process.

4. DOC has met with Joe Ellis, from the Department of Administrative Services. Mr. Ellis reviewed the history of Affirmative Action and how the subject matter has evolved through the courts to today's law and executive orders. Mr. Ellis also explained how AA goals are established and the impact the goals are intended to having on DOC hiring.

5. The DOC has met with staff from U.S. Senator Tom Harkin's Office to fully understand the federal law related to student loan forgiveness programs for employment as a correctional officer and/or public sector jobs. This information will be utilized at job fairs and general recruitment.

6. The DOC had a presentation by the Iowa College Student Aid Commission to fully understand the Registered Nurse and Nurse Educator Loan Forgiveness Program. This information will be utilized at job fairs and general recruitment.

7. The DOC is a member of the Statewide Strategic Recruitment group organized and led by Ms. Robin Jenkins, Statewide Recruitment Coordinator with DAS. Members also include DPS, DHS, DOT, and DNR.

FY 2009 The DOC will continue to expand on the FY 2008 Recruitment initiatives referenced above.

*Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:*

FY 2008 The DOC Wardens meet monthly with the Director and Deputy Directors and report out on each institutions compliance with, and furtherance of, Executive Order #4. All DOC employees receive training in Sexual Harrasment/Discrimination as part of pre-service training. In furtherance of Executive Order #4, the DOC is requiring a mandatory two hours of cultural competency training for all DOC employees as part of their annual training. All supervisors and managers are supportive of DOC recruitment efforts by encouraging employee attendance at job fairs, etc.. by being flexible with employee scheduling.

FY 2009 The DOC is currently sending all supervisors and managers to the 8 hour Diversity Training for Managers course. The DOC will be making adherence and furtherance of Executive Order #4 a part of every supervisor and manager annual evaluation.

*The name and contact information of a primary recruitment contact for usage by DAS is:*

Michael Savala, 510 E. 12<sup>th</sup> Street, Des Moines, Iowa 50319, (515) 725-5715.

## **Analysis of Factors Affecting Recruitment**

*Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):*

100

*Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:*

All Health Care job classifications

*Of the total number of positions to be filled, the following job classes have been identified as high turnover:*

All Health Care job classes and Correctional Officers - this is based on experience - we have not received the turnover data which is needed for the quantitative analysis of the AA/ Diversity Plan and Report.

*Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:*

Health Care - work environment, salary non-competitive with private sector, and scheduling.

Correctional Officers - work environment, scheduling

*Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:*

Correctional Officers

*List the barriers that have been identified in recruitment of the protected classes:*

The DOC does not have the financial ability to offer relocation expenses to candidates. The remote and rural areas of some correctional institutions is a barrier to recruiting diverse candidates because a lack of cultural communities, events, products, food items, restaurants, etc...There are many in the underutilized communities who have prior experience with the criminal justice system and there is a perception of DOC being seen as the bad guy.

*The following methods and activities are planned to deal with recruitment barriers in FY 2009:*

There is currently a pay grade study being done on some of the health care job classes in accordance with the AFSCME Collective Bargaining Agreement. If the study validates a pay grade increase this could make our health care positions more competitive with the private sector.

## **Sourcing Activities and Tools**

*In FY 2008 we attended the following career fairs, networking events, and community events:*

### **March 2008 Recruiting Schedule**

College of St. Catherine, Minnesota	March 3	IMCC
Briar Cliff and Morningside College, Iowa	March 5	FDCF and NCCF
Wartburg College	March 10	NCF
Uni. Of Wisconsin ~ Platteville, Wisconsin	March 11	ASP
Northeast Community College, Nebraska	March 12	CCF
Uni. Of Illinois at Chicago, Illinois	March 13	ICIW and NCF
Simpson College, Iowa	March 20	Central Office

Loyola University, Illinois	March 26	MPTC
Saint Cloud State University	March 26	FDCF and NCCF
Chicago Federal Executive Board	March 27	IMCC and ISP
Iowa Central Community College	March 31	FDCF and NCCF
Danville Area Community College	TBA	ISP

#### April 2008

Marshalltown Community College/ Iowa Valley Continuing Ed., Iowa	April 2
Moberly Area Community College, Missouri	April 2,
Southwestern Community College, Iowa	April 3,
Boone High School, Iowa	April 3,
Danville Area Community College	April 9,
Illinois Valley Community College	April 10
Carl Sandburg College, Illinois	April 10
Lake Land College, Illinois	April 16
Workplace – Kansas City (KCKCC) , Kansas	April 16
Ankeny High School, Iowa	April 17
Waubonsee Community College, Illinois	April 17
Shawnee Community College, Illinois	April 18

*In FY 2009, we plan to attend the following career fairs, networking events, and community events:*

#### September 2008

Waubonsee Community College, Illinois	Sept. 5	IMCC
Washburn University, Kansas	Sept. 10	CCF
UNI Fall Career Fair, Iowa	Sept. 15	ASP
Emporia State University, Kansas	Sept. 16	CCF
Iowa State, Iowa	Sept. 16	ICIW
Ft. Hays State University, Kansas	Sept. 17 (?)	CCF
University of Wisconsin – Platteville, Wisconsin	Sept. 23	ASP
University of Iowa, Iowa	Sept. 23	IMCC
Missouri Baptist University, Missouri	Sept. 24	ISP
University of Illinois at Chicago, Illinois	Sept. 25	NCF
Harper College, Illinois	Sept. 26	NCF
Wartburg College, Iowa	Sept. 30	ASP/MPCF
Missouri State University, Health and Human Serv.	Sept. or Early October,	
ICIW/ISP		

## October 2008

University of Nebraska @ Kearney  
DePaul University, Illinois  
Chicago State University, Illinois  
St. Cloud State University, Minnesota  
Kaplan University, Des Moines, Iowa  
Central Community College, Nebraska  
College of St. Catherine, Minnesota  
Western Illinois University, LEJA, Illinois  
College of Du Page, Illinois  
Truman State University, Missouri  
Loyola University in Chicago, Illinois  
University of Minnesota, Minnesota  
Governors State University, Illinois

Oct. 2 CCF  
Oct. 3 IMCC  
Oct. 8 ASP  
Oct. 8 FDCF/ NCCF  
Oct. 9 ICIW/Central Office  
Oct. 16 CCF  
Oct. 16 NCCF  
Oct. 21 ISP  
Oct. 21 MPCF  
Oct. 22 ISP  
Oct. 22 MPCF  
Oct. 24 FDCF/NCCF  
Oct. TBA NCF

## November 2008

Drake University, Pharmacy and Health  
University of Illinois at Chicago, Illinois

Nov. 13-14 ICIW/Central Office  
Nov. TBA IMCC

*Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:*

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
<b>Internet Job Postings</b>	DAS, DOC, Disability Website	Unknown	Same as 2008	Unknown
<b>Resume Search Products</b>				
<b>Standard News Print</b>	Yes			
<b>Specialty Trade Journals</b>				
<b>Radio</b>	Used for hard to fill nursing positions at IMCC.			
<b>TV</b>				
<b>Open House</b>	Yes	Unknown, still in planning stage.		
<b>Search Firms</b>				
<b>Temporary Staffing</b>				

*Other (please list):*



*Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:*

## **Other Recruitment Management Methods**

*In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):*

Job fairs in educating the public that we hire more than just Correctional Officers, DOC Website.

*Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:*

DOC launched a paid and unpaid internship program in May 2008 in order to heighten our visibility as a career of choice at the job fairs. Internships are offered in all areas of the institutions and Central office except for security positions. The internship program information and application process is online on the DOC Website.

*Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:*

DOC does not use temporary employment services.

*Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:*

DOC rarely receives unsolicited resumes.

## **Milestones and Timetables**

*Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:*

In July 2007, Department of Corrections (DOC) Director John Baldwin appointed General Counsel Michael Savala to undertake a broad initiative to diversify the employee base of the DOC by designing a bold recruitment and retention plan that would be consistent statewide among the nine prisons and central office. The DOC is an executive branch agency that employs approximately 3200 employees. The goal was for the DOC staff to better reflect the demographics and diversity of the offenders under our supervision and custody.

As the old saying goes, "In order to get where we want to go, we must first determine where we are presently at." With this in mind, the DOC undertook a detailed examination in three areas: Recruitment, Hiring and Retention. The DOC tapped into their institutional EEO/AA Committees that are located at each prison around the State, which include members from different job classifications such as correctional officers, counselors, human resources, and management. The

approximately 90 DOC statewide EEO/AA staff members volunteered to serve on the Recruitment, Hiring and Retention subcommittees.

In order to get an independent assessment of where the DOC was currently at in the areas of recruitment, hiring and retention, we enlisted the assistance of Robin Jenkins, statewide recruitment coordinator employed by the Department of Administrative Services (DAS). Ms. Jenkins brought a wealth of experience to the table in terms of Human Resources and EEO/AA experience to assist the DOC with its overall assessment. With the full support and backing of DAS Director Mollie Anderson and DAS state affirmative action administrator Nancy Berggren, Ms. Jenkins was invited and attended all meetings held by the DOC on these topics.

Each Subcommittee developed an Action Plan:

A. Recruitment Subcommittee:

- DOC needs to undertake recruiting. We can no longer expect for job candidates to seek us out. The job market has become very competitive and we need to market the DOC as a great place to work and to have as a career.
- DOC needed to develop, and has developed, a consistent recruitment brochure. Each of the nine prisons around Iowa was sporadically attending job fairs with no consistent theme or brochure.
- DOC needed to, and has developed, a job applicant contact card for use at job fairs. We needed to realize the DOC might not have a job opening when attending a job fair. A contact card was developed, so that we could enter potential job candidate information into a statewide database that all prisons could utilize when a job vacancy occurs. The contact card is voluntary for job applicants to complete.
- The statewide database was developed by DOC IT staff. Whenever our staff attend a job fair, they are responsible for coming back and entering the contact card information into the database. The database has searchable fields. For example, if we have an opening for a nurse, the database can be searched for only those candidates with an interest in the medical field.
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- The DOC recruitment video will also be shown on the DOC Webpage, so that members of the public who are interested in a career with us can get an overview of who we are and the type of work we do.
- The DOC is currently working on getting all job vacancies posted on our Website in addition to the jobs being listed on the DAS website.
- The DOC purchased recruitment display material for use at job fairs for a consistent presentation by all institutions. The backdrop is picture of current DOC staff.
- Selling points such as loan forgiveness on Perkins Loans for Correctional Officers, loan forgiveness for Nurses in Iowa and federal loan forgiveness for working at a public agency are being included in our recruitment brochure and the DOC Webpage.

- We have compiled listings of all job fairs/college visits with a high proportion of minority enrollment to further impact targeted recruiting. This list will be shared with the Director, Executive Staff and Wardens, so the DOC has a consistent recruiting plan and everyone knows where we will be attending and which staff will be in attendance. Prior to this, there was no centralized coordination of where institutions were going to recruit.
- Institutional EEO/AA committee members will be attending job fairs/college visits to show that we employ persons of color and to give prospective job applicants an opportunity to personally visit with an employee of color.
- DOC policy has been amended to require that institutional EEO/AA committees be comprised of all job classes. Prior to this, we had a shortage of some job classes and this impacted our ability to send them to specialized job fairs such as medical career job fairs.
- Statewide DOC EEO/AA committee members have met with the following constituencies in order to collaborate and expand our recruitment outreach:
  1. Jill Avery Futano, Administrator for the Division of Person with Disabilities. Maintains an Iowa Disability Listserv to assist with getting word out statewide on job openings in DOC.
  2. Walter Reed, Director of the Department of Human Rights, Abraham Funchess, Administrator for the Division on the status of African-Americans, Kathryn Buamann-Reese, Administrator for the Division of Deaf Services, Cyndi Chen, Administrator for the Division of Asian & Pacific Islanders, Charlotte Nelson, Administrator for the Division on the Status of Women, and Armando Villareal, Administrator for the Division of Latino Affairs. This meeting focused on how the Department of Human Rights can assist the DOC with recruitment. They also discussed the type of services they can offer, contacts and free training that is available. Action Plan: All DOC job openings are sent to Walter Reed for dissemination to each Division Administrator for statewide outreach. The DOC has been placed on the mailing list for each Division's statewide monthly meeting, so the DOC can attend the public forum and advertise our job openings and give an overview of the DOC as a good place to work.
  3. Steve Wooderson and Barb McClanahan from the Department of Vocational Rehabilitation Services. Action Plan: All DOC job openings are sent to Barb McClanahan, who then disseminates statewide in addition to sending along to the Department of Blind and the Veterans Administration. Communication plan between Barb McClanahan and Michael Savala from the DOC on each potential disabled job candidate that is referred to the DOC and how they scored in the interview process. This process helps to notify DOC of disabled job candidates and allows Voc Rehab to notify their clients of how they did in the interview process.
  4. DOC has met with Joe Ellis, from the Department of Administrative Services. Mr. Ellis reviewed the history of Affirmative Action and how the subject matter has evolved through the courts to today's law and executive orders. Mr. Ellis also explained how AA goals are established and the impact the goals are intended to having on DOC hiring.
  5. The DOC has met with staff from U.S. Senator Tom Harkin's Office to fully understand the federal law related to student loan forgiveness programs for employment as a correctional officer and/or public sector jobs. This information will be utilized at job fairs and general recruitment.

6. The DOC had a presentation by the Iowa College Student Aid Commission to fully understand the Registered Nurse and Nurse Educator Loan Forgiveness Program. This information will be utilized at job fairs and general recruitment.

7. The DOC is a member of the Statewide Strategic Recruitment group organized and led by Ms. Robin Jenkins, Statewide Recruitment Coordinator with DAS. Members also include DPS, DHS, DOT, and DNR.

B. Hiring Subcommittee:

- Applied Management Series classes offered by DAS should be required every 10 years by all supervisors and managers. Discussion centered on absence of this training.
- Revise the Hiring Justification forms sent to central office – make a field form that can be easily filled with information.
- A DOC statistical workbook should be developed that tracks monthly hiring by each institution specifying the number of positions and number of protected class hires.
- Monthly report by Warden/Superintendent should include hiring data. The DOC policy on Monthly Reports by the Wardens has been revised to include this information.
- Commitment to EEO/AA goals should be made part of every supervisor/manager annual evaluation.
- HRA need more involvement with hiring process. While some sit on every interview panel, some do not enjoy this privilege and some are left out of hiring decisions by management.
- There should be more involvement by the institutional EEO/AA Committees in the hiring process. Specifically, the EEO/AA Committee should appoint someone to assist with screening the CERT lists for all job openings. Michael Savala will serve this function at Central Office.
- Not all institutions are using written interview questions. Written interview questions must be required.
- Not all institutions are using scoring grid with interview questions. Scoring grid must be required.
- Some institutions are using pre-interview questions with no scoring grid. Scoring grid must be used.
- Some institutions allow hiring authority to draft their own interview questions with no review or approval by HRA or any other entity. Interview questions must be approved by one central authority to eliminate risk of bias questions –role of HRA.
- Some institutions are requiring individual oral interviews with one person – no written questions or scoring criteria for the oral interview. This practice is too subjective and must end.
- There are no set criteria for a job candidate reference check. This should be developed in DOC policy.
- Statewide training is needed on completing the annual AA/EEO forecast report with DAS. Is the underutilized categorized statewide for the DOC or is it done regionally with each prison? Training with DAS in this area is recommended.
- Why are Correctional Officers required to complete a more rigorous hiring process compared to other job classifications – psychological, video, written test, UA, multiple interviews at some institutions. The nature of correctional work has

changed over time with more and more job classes have significant offender contact. Should all other job classes go thru this Correctional Office hiring process or should we scale back on the CO hiring process?

- A consistent set of written pre-interview and interview questions must be reviewed and approved by HRA that include objective scoring criteria.
- Training with DAS is needed on the Brass Ring database and how to enter job information and whether there is underutilization for a certain job class.
- When advertising jobs with DAS, it would help narrow the list of names on the certification list by being more specific with job duties/responsibilities and work schedule rather than using general job descriptions. The HRA needs this specific job announcement developed from the hiring supervisor. Some HRA expressed frustration they are left to perform this task and not in a position to know the specific details of the job.
- HRA should speak with the institutional management team on EEO/AA underutilized job classes.
- HRA should speak with the interview panels and advise of EEO/AA underutilized job classes
- HRA should be part of interview panel.
- DOC should employ a statewide Recruiter in Central Office. DPS, DHS, DOT, DNR, DAS have statewide recruiters to coordinate and continue focus on recruiting.

#### C. Retention Subcommittee:

##### 1. Probationary Period Evaluations: (For all new DOC Employees)

- Recommend completion every 30 days for all jobs instead of waiting until the 6 month benchmark.
- Recommend all institutions utilize one consistent evaluation form, which should be part of DOC policy. This way, the template form is easily accessible.
- Recommend the primary supervisor (within the 30 day time period) sign the evaluation form.
- Employee will have a separate Form to complete.
- Documentation must include how we are helping to address deficiencies.

##### 2. Diversity Training: (For all DOC Employees)

- Recommend mandatory Diversity training for all DOC staff as part of annual in-service training. Subcommittee recognized that Diversity/Cultural Competency training is already mandatory training for all new employees.
- Diversity training should compromise two hours of the required 40 hour annual training required of all DOC employees at the institutional level. DOC policy has been changed to require.
- The DOC Training Center has consistent Diversity Training outlines that can be utilized by the institutions.

##### 3. Mentoring: (For all DOC Employees)

- Recommend development of a DOC mentoring policy. Clarinda Correctional Facility and the Mount Pleasant Correctional Facility have a mentoring program and will share their policy.

- Should consist of volunteers. What type of training should they receive? What type of information can a mentor be responsible for or what must be referred elsewhere?

Milestones were establishing a good recruitment program that was very successful in the DOC implementing its new Internship Program. The DOC has experienced a lot of success in interns staying with us and getting hired as FTE's once they see and experience what's it like to work at a correctional institution. The DOC has actively engaged over 90 FTE's from across each of the correctional institutions Affirmative Action Committees in the Recruitment process. A statewide Recruitment Committee meets monthly to determine recruiting venues for the DOC and compiles a list that is sent out to staff. A statewide computer database was developed for inputting and tracking all potential candidates at recruitment venues.

*For FY 2009, provide a timetable for those activities you plan to implement:*

Fall 2009, Conduct an on-site recruitment open house for hard to fill positions such as nurses, doctors, psychiatrists at two of our correctional facilities. Plan to expand recruitment initiatives at primarily African-American colleges and universities. If funding allows, we would explore expanding our efforts in print, radio, trade journals and television advertising opportunities.

## Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
  - Turnover
  - Promotions
  - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

### Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

#### Turnover

*From a retention perspective, the following job classes present the greatest challenge:*

Health Care classes and Correctional Officers

*List the issues you have identified that contribute to the turnover in these classes:*

Health Care - work environment, salary non-competitive with private sector, and scheduling.

Correctional Officers - work environment, scheduling

*Check the methods you use to identify turnover factors (check all that apply):*

☐ Exit interviews

*Describe how these are conducted:*

☐ Workforce surveys (employee engagement, satisfaction)

*Describe how these are conducted:*



☐ Management team meetings/exercises

*Describe how these are conducted:*

☐ Other methods (please describe):

## **Promotions**

*Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:*

*Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:*

All DOC vacancies are open to the general public.

*Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :*

Due to the indigenous security classifications used in DOC, there are many internal promotional opportunities for all employees.

*Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):*

## Employee Engagement

*Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:*

The governor and Legislature approved \$500,000 in the spring of 2006 for a systemic study of the Iowa corrections system. DOC contracted with the Durrant Group to conduct the study, which culminated in a report containing findings and recommendations a year later. Twelve “focus groups” were formed by the Department in August, 2007 to develop implementation strategies for the recommendations contained in the report. Staffed by over 170 correctional employees from across the state and who volunteered their time and energy to participate, the 12 focus groups are: Build Security Basics, CBC Beds, Classification, Education, Expand EBP, Mental Health – CBC, Mental Health – Institutions, Quality Assurance, Re-Entry, Sex Offender, Substance Abuse, and Women Offenders. These focus groups continue to meet periodically, and are actively involved in developing the Department’s budget proposals for the upcoming fiscal year.

*Identify what topics you address:*

- ☐ Understanding of the organization’s vision and mission
- ☐ Managerial approachability and style
- ☐ Job satisfaction
- ☐ Cultural inclusion
- ☐ Flow of and access to information
- ☐ Career progression awareness
- ☐ Work/life balance
- ☐ Other -

*Employees would rate the department’s effectiveness in communicating the support, programs and promotional opportunities available to them as:*

☒ Good ☐ Needing Improvement ☐ Unknown

*Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:*

All vacancies are posted on the DOC website and shared between institutions and the Community Based Correctional Judicial Districts.

*Describe any changes you plan to make around employee engagement in FY 2009:*

DOC will explore the use of employee engagement on line surveys.

## Plans to Improve – FY 2009

*Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:*

☐ *Orientation and On-boarding:*

☐ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

☐ *Workplace accessibility (visual, physical):*

☐ *Mentoring:*

☐ *Awards and Recognition:*

### III. Diversity Training

**AGENCY ACTION:** Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

All new hire staff received at least 4 hours of training on Diversity in FY 2008. The topics covered during the training included: Understanding our views and biases, Cross Cultural Communication, Discrimination, Impact on offender change and White Privilege. All other staff in FY 2008 (non-new hires) were required to receive at least yearly training (generally 2 hours) of Diversity/Cultural Competency training.

Provide information about diversity-related training planned for FY 2009 in the text box.

All new hire staff will continue to receive at least 4 hours of training on Diversity in FY 2009. In addition, all staff in FY 2009 will attend the Diversity training mandated by Executive Order Four, either 8-hours in length (Supervisors/Managers) or 4-hours in length (All other staff).

**Note:** Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

## IV. Workforce Composition and Hiring Opportunities

**AGENCY ACTION:** The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

## V. Efforts of the Agency to Encourage and Celebrate Diversity

**AGENCY ACTION:** Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

*Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.*

*Describe how your managers and supervisors will be involved in diversity.*

*Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.*